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ROLE OF CREATIVE MANAGEMENT AND LEADERSHIP IN ENTREPRENEURSHIP DEVELOPMENT

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ABSTRACT

Management of creativity is both critical and crucial for the success of a corporate. The 21st century's corporate world is in great need of managerial competencies adequately augmented by leadership skills in equal measures. To achieve excellence in the field of creativity, role perception of the managers occupies a very important place. The managers have to simultaneously perform three major types of roles- as architect, as network builder and as a juggler. As an architect a manager uses strategy, structure, competency and culture to build a robust organisation to get today's work and tomorrow's innovation accomplished. As a network builder and politician, managers build cliques and coalitions in the service of innovation and creativity. Creativity in management and leadership may bring significant sea change in the entrepreneurship. The need of hour is to design and implement appropriate strategies to make optimum use of the resources for entrepreneurship development. This paper will throw light on the contribution of creative management to entrepreneurship theory and also presents a review of leadership and its role in the success of entrepreneurship. The present paper studies the entrepreneurial issues, connection between creative management and entrepreneurship, creative leadership and entrepreneurship and patterns of inspiring creative leadership. The purpose of studying the relationship is to identify the ways that businesses use to create value, directly and indirectly for the benefit of the firm and for the benefit of the customers which may enhance and sharpen the entrepreneurship.

KEYWORDS

Entrepreneurship, Creativity, Leadership, Management, Role perception, Relationship, issues.

JEL CLASSIFICATION

L26, O31, M1, M21.

INTRODUCTION

Entrepreneurship is the propensity of mind to take calculated risks with confidence to achieve a pre-determined business or industrial objective. In substance, it is the risk-taking ability of the individual, broadly coupled with correct decision-making. The capacity to take risk independently and individually with a view to making profits and seizing an opportunity to make more earnings in the market-oriented economy is the dominant characteristic of modern entrepreneurship. Entrepreneurship is a process undertaken by an entrepreneur to augment his business interests. It is an exercise involving innovation and creativity that will go towards establishing his/her enterprise. Managers are the leaders of industries. They lead their people to the ultimate destiny-success or failure. This is equally applicable to creativity management also. Pretorius, Millard and Kruger (2005) maintain that "creativity is clearly part and parcel of the entrepreneurial skills required to successfully start a venture" Entrepreneurs and their start-ups are considered to be "important agents of innovation" These entrepreneurs generate, develop and implement new ideas for their start-ups, foster a climate that is conducive to creativity and innovation, provide top-down support for creativity and innovation in their organizations, and offer innovative products and services through innovative methods of production and delivery. A change in the economy has been identified recently, moving from knowledge based activities to creativity, innovation, entrepreneurship and imagination (van den Broeck et al. 2008; Oke et al. 2009). Increasing globalization and technology effects have resulted in more business opportunities but the marketplace has also become more crowded and competition has increased (McMullan and Shepherd 2006). Creativity enables the entrepreneur to act on these opportunities in ways which can result in competitive advantage for the organization. It can provide the basis for innovation and business growth, as well as impacting positively on society generally (Bilton 2007). Drazin, Glynn and Kazanjian (1999) suggested that multi-level theorizing about creativity in organizations would benefit from a sense-making perspective. Woodman, Sawyer and Griffin (1993) also proposed a conceptual framework at the organizational level. At the level of the team, there has been a growth of interest in the creative manager as team leader or facilitator.

ENTREPRENEURIAL ISSUES

Entrepreneurship is a composite skill, the resultant of a mix of many qualities and traits-these include tangible factors as imagination, readiness to take risks, ability to bring together and put to use other factors of production, capital, labour, land as also intangible factors such as the ability to mobilize scientific and technological advances. One of the qualities of entrepreneurship is the ability to discover an investment opportunity and to organize an enterprise, thereby contributing to real economic growth. It involves taking of risks and making the necessary investments under conditions of uncertainty and innovating, planning, and taking decisions so as to increase production in agriculture, business industry etc. Some issues felt to be relevant in this connection have been narrated after grouping them in certain broad categories

MANAGERIAL AND LEADERSHIP ISSUES

Management and leadership are important for the success of the entrepreneurship; but both may involve different types of outlook, skills, and behaviours. Good managers should strive to be good leaders and good leaders, need management skills to be effective. Leaders will have a vision of what can be achieved and then communicate this to others and evolve strategies for realizing the vision. Managers must utilize the scarce resources in a very optimum way to produce the best results. A manager must also be a leader to achieve optimum results. Leadership development is a never-ending process that involves multiple levels of the organization. Ultimately, the best approach to managerial leadership development is to focus on the organization's leadership requirements in the decade ahead rather than simply on those of today.

WORK ENVIRONMENT ISSUES

Work environment plays a very crucial role in the creative endeavor of people. Open, supportive and co-operative environment is conducive to free talking, sharing of knowledge, mutual trust and confidence building which in turn help creativity and innovation as people do not feel shy to express their ideas because they know that they will not be criticized even if their ideas are proved to be wrong or are otherwise not acceptable. Lee et al. (2004) note that entrepreneurial

activity not only requires both a supportive and productive business climate but that it also needs an environment where creativity and innovation can flourish. Having a strong and diverse knowledge base, well developed business and social networks and an ability to identify opportunities also contribute to successful entrepreneurial behaviour (Harryson 2008; Ko and Butler 2007; Kijkuit and van den Ende 2007; Rosa et al. 2008)

INCENTIVE AND PUBLICITY ISSUES

Creative ideas should be rewarded adequately. This reward or compensation system may be monetary and non-monetary type. Monetary rewards include promotion to the higher post, granting advance increments, monetary incentives etc. Under non-monetary category medals, prizes, some form of recognition such as certificate of merit, letter of appreciation etc. are very common. Articles published in the in-house journal, some reputed science magazines, news bulletin etc. and announcement of achievement in specially organized meetings, cultural functions etc. add to the recognition of creative work.

TRAINING AND DEVELOPMENT ISSUES

Creativity starts with the recruitment process. But only recruiting knowledgeable and innovative people is not enough. Proper training and development programmes should be organised on a regular basis to update then knowledge base to cope up with the requirements of the fast changing world. So as a policy, employees Knowledge and skills should be enhanced through continuous learning opportunities to increase their awareness, improve their performance and supplement creative capabilities.

COMMUNICATION ISSUES

An adequate and suitable system of communication should be developed and put into use throughout the whole organisation so that people can communicate with one another freely and conveniently. Creativity management and its success, depends to a large extent on the effectiveness of the communication system in vogue. How effectively employees understand one another, how far and how fast they know what is happening in the organisation, how they can response to any act of priority, how best they can express their views and ideas and other similar issues are associated with the communication system. So it can be safely concluded that without a good communication system, many creative might be nipped in the bud.

CONNECTION BETWEEN CREATIVE LEADERSHIP AND ENTREPRENEURSHIP

The term Leadership is used to refer to the style and behaviour of leaders for providing direction, influencing people, obtaining their commitment and mobilizing their talent and energies to achieve organisational goals leadership is one of the most complex phenomena. Leadership was also described as a holistic and change-oriented process. It depends equally or perhaps more, on the inner motivation, values, beliefs, attitudes, insight, knowledge, skills and outlook of key persons in the organization whose intentions, ambitions and vision provide the driving force and direction to the organization. The main problem is to identify the specific leadership- factor shortcomings in the prospective entrepreneurs. An entrepreneur often has to make decisions which are influenced by the organisation's resources, but decisions are also often made irrespective of the resources available via the process of intuition. The entrepreneur must demonstrate strong leadership by shaping business strategy and motivating employees via creative thinking (Darling et al. 2007; de Jong and Den Hartog 2007.. Several studies show that there are significant relationships between leadership and entrepreneurship. Soriano and Martinez (2007) state that leadership, especially participative leadership, has significant influences toward entrepreneurship establishment. Neck, Manz, and Godwin (1999) also find that the application of effective leadership principals will increase the courage to be an entrepreneur. In essence, the management leadership exerted through successful contemporary entrepreneurship can generally be thought of as leading, through direct involvement, a process that creates value for organizational stakeholders by bringing together a unique innovation and package of resources to respond to a recognized opportunity. In fulfilling this process, entrepreneurs function within a paradigm of three dimensions: innovativeness, risk-taking, and proactiveness (Morris et al., 2004).

PATTERNS OF INSPIRING CREATIVE LEADERSHIP

PROACTIVE AND POSITIVE MINDSET

The leaders of most of the outstanding organisations demonstrated a proactive approach rather than a reactive approach in dealing with the environment. Another distinct characteristics of such leaders was their tre & optimistic outlook. They seldom complained about Govt. policies & environmental constraints, instead they found imaginative ways of dealing with the situation within the legal framework. Brij Mohan Lal Munjal the founder of Hero Cycles and chairman of Hero Honda described how he refused to take Govt. Quota of imported part for cycles & decided to manufacture the parts & develop his own vendor. We could clearly see the pattern in the description of the mindset of the leaders of the Reliance, Wipro, Infosys, Satyam, NTPC, Hero- Honda & Several others. The attitude of leadership in these companies, were similar to the and window approach i.e. they looked in the mirror when they failed to examine the reasons within themselves for their failure & to learn from it.

PASSION AND AMBITION

Passion stood out as one of the most striking characteristic in the success of outstanding organisations views of business leaders confirm that nothing great was ever achieved without passion. Rajinder Singh former Chairman and Managing Director of National thermal power Corporation One of the highest rated public sector organisations in the country expressed a view .He said ", The most imp factor in my opinion is C E O and the passion he has for organisational purpose. It is like junoon an obsession.Successors to Dhirubhai Ambani his 2 Sons- Mukesh, Anil Ambani equally known for their ambition, dynamism & success as corporate leaders. Acc. to them," the first thing that drives business is growth. The 2nd thing that drives business is competitiveness.

URGE FOR SUPREMACY

Leaders seemed to be driven by a deep urge for supremacy in the industry & markets. They set for themselves & the organisation, highly challenging goals. They persuaded of inspired the members of organisation to achieve goals.

WINNING PARADIGM

The leadership in the outstanding companies was distinctively oriented to building competencies for competitiveness and was driven by a winning paradigm i.e. the will and determination to win in tough competition and succeed against all odds. These points are best illustrated in the business philosophy and approach of the leadership of Ranbaxy.

MISSION AND VISION

The concepts of purpose, vision, missions are to help to top mgt & leadership to develop clarity, focus and selectivity in defining nature and scope of their business and to evolve a distinctive character and identity for their organisation.

CONNECTION BETWEEN CREATIVE MANAGEMENT AND ENTREPRENEURSHIP

Creative management is the study and practice of management, drawing on the theories of creative processes and their application at individual, group, organizational and cultural levels. The creative manager re-invents his or her corporate self and the organization. That is why we propose to treat creative companies and creative managers as products and outcomes of creative management. Ward (2004) investigates the relationship between cognition, creativity and entrepreneurship, remarking that successful ideas occur as the result of a balance between the new and the familiar in order to ensure that radical ideas are not rejected. Entrepreneurship is concerned with novelty in business, new business ideas and reality of achieving positive returns in market and in existing and new business models. Creativity is concerned with concerns the creation of novelty and value. Research into both entrepreneurship and creativity has followed similar trajectories in terms of the focus of the processes used. Both entrepreneurship and creativity benefit from the depth of the knowledge or expertise and both are not limited by this existing knowledge, and often challenge and extend previous expertise in developing new ideas, processes and application. Stein (1974) claimed that creative ability and entrepreneurial ability are separate constructs but this is now disputed. (Gilad 1984)Early creativity research concentrated on scientific interpretations, the impact of technology and artistic creation and any connection with entrepreneurship was confined to the

application of the end product of a creative act. Entrepreneurship is viewed as a major contributor to economic growth and employment creation while understanding how creativity impacts on the process is also crucial (Baumol 2002).

CASE STUDIES SUPPORTING CREATIVITY MANAGEMENT, LEADERSHIP AND ENTREPRENEURSHIP

THE HONDA EXAMPLE

Honda, a popular Japanese motor maker both in North America and in China, has also always been widely recognized as a creative company. Soichiro Honda, the founder of Honda Motor, liked to say that for success it was necessary to be an insatiable challenger of established beliefs. Richard Pascale presented the company to illustrate how organizational success may be attributed to creativity and innovation, in this instance flowing from the values of the corporate founder (Pascale & Athos, 1982). Pascale considered the success was due to emergent strategy, demonstrating a culture of flexibility, imagination and organizational learning. The original intention was to conquer American markets with large motor cycles. The plan was rapidly revised, on evidence that Americans were showing great and unprompted interest in the scooter-type vehicles used by the expeditionary team. This was to result in the successful design and launch of the Supercub vehicle.

THE AMUL EXAMPLE

Started in 1946 with the objective of preventing farmers from corrupt middlemen, Amul is still striving to provide the maximum benefits for the farmers through its innovative methods. Amul has already spurred the White revolution of India, which has made India the largest producer of milk and milk products in the world. Adding to its cooperative union, supply chain practices, innovative products and ICT usage, the latest in the row is their Amul preferred outlets (APOs). They are aimed at effectively facing the shift that is currently happening in the food retail in India and the effect of the same against the milk producers. Amul has already succeeded in establishing several thousands of APOs at their preliminary strategic locations throughout the country within a short period of time. And now they are aiming to take these APOs to the neighborhood of each and every customer before 2020, thus paving way for the second white revolution in the country.

CONCLUSION

Successful managerial leadership is neither a magic nor a matter of chance, but a deliberate acquisition. The 21st century's corporate world is in great need of managerial competencies adequately augmented by leadership skills in equal measures. Neither of the skills in isolation is likely to yield any +ve results. Hence Managerial Leadership holds the key for success because good leaders guide, bad leaders misguide. Bad leaders look for followers, good leaders look for more followers because bad leader feel insecure whereas good leaders have an anchor which gives them poise and confidence with humility. A leader has to lead with his head and his heart put together. Managerial leader needs to start as humble commoner so as to be approachable to his subordinates all the time. This proximity makes him a friend for his teammates. To conclude leadership has become a sheer necessity more so in view of emotional maturity component attached to it. The need for real leaders who can inspire, motivate, develop and take others along is increasing day by day and as such a manager has no choice but to wear both the hats. The style of leadership followed by the managers should encourage their subordinates to contribute their best so that creativity gets supported and not killed. The behaviour of managers should be constructive enough. They should believe in demonstrating things by doing them themselves so that their subordinates can learn by watching them. Managers should be flexible, encourage risk taking and stand by their people as fact finders and not as faultfinders. So leadership is all about "getting things done with a balanced state of heart and mind." Creativity in management and leadership may bring significant sea change in the entrepreneurship. The need of hour is to design and implement appropriate strategies to make optimum use of the resources for entrepreneurship development. The survival and growth of the business would largely depend upon the innovative and creative strategies in the competitive globalized business environment. Yet the overlap between entrepreneurial leaders and traditional managers is much larger than is often assumed. Creative, innovative individuals may possess copious ideas, but it takes leadership and business discipline to turn them into successful ventures. Further analysis is required to address the role of creative managers at individual, group, organizational and cultural levels.

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